



Promotion Optimization Institute, LLC

POI 2023 Enterprise Planning Vendor Panorama

(This document supersedes the 2022 POI EPx Vendor Panorama)

Salesforce Consumer Goods Cloud

🌐 consumergoodscloud.com



Vendor Profile: Salesforce is a global cloud-based software company headquartered in San Francisco, California.

Salesforce, a global CRM provider, empowers companies of every size and industry to digitally transform and create a 360° view of their customers. Consumer Goods Cloud Trade Promotion Management (TPM) is part of the Salesforce product vision to complete a fully connected B2B2C offering for the consumer goods industry.

Geographic Presence: Salesforce.com does not disclose this information.

Total Consumer Goods Users (seats): Salesforce.com does not disclose this information.

Tiers Represented: All tiers.

Solution offerings: TPM, Advanced Analytics, including What-if Scenarios, ROI/TPO/RGM.



Note: Salesforce also has Retail Execution capabilities for in-store sales planning and execution, which is covered in POI's sister report, POI RetX Vendor Panorama.

SOX Certifications: Yes.

Major Product Sub-Segments Not Covered: None.

Baseline Creation: Salesforce Consumer Goods Cloud generally receives the baseline from external demand planning systems. However, now, there is also the ability for Salesforce CRM Analytics and Einstein Discovery to model baselines and generate a forecast. The available out-of-the box models ensure an accurate split of the volume (both scan and sell-in) into baseline and incremental causal factors (lift drivers). Furthermore, outlier detection is available to identify “phantom” spikes. Consumer Goods Cloud TPM allows users to increase/decrease the baseline due to various business reasons, such as distribution changes, market changes, etc., using either their Building Blocks or Customer Business Plan (CBP) functionality. This not only allows users to make changes to the baseline forecast but also communicate these adjustments back to a demand planning system. If customers do not have a baseline, the Building Blocks or Customer Business Plan (CBP) functionality can also be used to manually create a baseline based on a previous year's values.

Headquarter Capabilities: Volume and revenue targets can be (and are typically) interfaced and visible in the Account Plan. Channel & Brand teams can utilize the broad reporting capabilities within Salesforce Consumer Goods Cloud and CRM Analytics to identify the annual goals for market share, positioning, spend, and P&L alignment. High-level strategies can then be set up within the solution and, using both the push as well as pull process, be distributed or derived to lower levels, acting as the execution guidelines and supporting the account-level planning process. Brand teams can also develop high-level brand plans and an annual calendar of consumer promotions that includes marketing and media initiatives. The strategy can also be further developed by calculating base and incremental volume as well as promotional costs in “What-If” scenarios. Users can manage target setting, mid-level planning, and account KPIs through the Building Blocks feature or the Customer Business Plan capability. Users can also leverage Salesforce’s partnership with multiple partners like PSignite and PwC to allocate sales and trade targets on any level of the product hierarchy and distribute these down to both the Customer and Product hierarchies based on a single-level allocation.

Marketing: As Consumer Goods Cloud TPM runs on the Salesforce platform, both marketing and trade spend are defined within the different Clouds and incorporate these spends to be displayed within the Account Plan P&L. Furthermore, Salesforce offers a solution focusing on Consumer Marketing Intelligence that allows monitoring of engagement and activations across email, social, advertising, web, and sales platforms, allowing users to view consumer marketing activities alongside promotions on the trade calendar. Using the unified data, Salesforce Marketing Cloud Intelligence can capitalize on what's working and course-correct across cross-channel consumer campaigns through dashboards or through AI surfacing insights quickly. Performance KPIs are measured against definable campaign goals with automated predictions on goal completion and action recommendations to achieve the best ROI against the consumer marketing investments.

Digital Content Management: Salesforce offers a product catalog with pictures and product information.

Integrated Business Planning (IBP): Salesforce Consumer Goods Cloud has the ability to increase/decrease the baseline due to various business reasons such as distribution changes, market changes, etc., using Customer Business Planning or using Building Blocks. This method allows Sales users to increase/decrease the baseline forecast and also communicate this back to a demand planning team. In addition, teams can collaborate throughout this process, leveraging the embedded Chatter and Slack capabilities. Slack helps to enable internal interaction and is predictive in nature, offering next steps. The Salesforce platform also allows users to gain visibility into planned marketing campaigns and activations across B2B2C. This information can be leveraged by users when going through the joint business planning process with retailers.

Trade Promotion Management: Salesforce Consumer Goods Cloud's platform is a closed-loop TPM, which enables the entire process, including strategic planning, funds management, account planning, promotion planning, promotion execution, and reporting/dashboards. Users, by role, open the solution to a customized dashboard, which follows a workflow and directs the user to the next best action. The promotion library provides an easily accessible visual picture of all the promotions run in the past, as well as depicts their success. Adding a promotion from the library to the plan can be done very simply with a click. The promotion then automatically populates with the flexibility to update fields as necessary. Impacts from changes made are immediately visible in the dashboard tile, expediting the ability to make decisions. The bill of material planning for displays feature gives the user the ability to plan displays at this level for both volume and spend. This is a very robust capability, pulling visibility of BOM planning into the solution for an even more accurate picture of the business for the organization. Also, Salesforce gives users the ability to collaborate with retail partners using Slack and Chatter features. This can be a game changer for KAMs as they plan and negotiate promotions for the year.

Consumer Goods Cloud TPM supports planning at any single account hierarchy level, down the product hierarchy, and across the time dimension. The tool also supports the distribution of promotional values (e.g., volume targets and/or fixed spends) down the customer hierarchy using the multi-level push promotion functionality. Sales Volume Planning at higher levels of the account hierarchy, as well as collaboration between these hierarchy levels (e.g., target distribution), is part of the roadmap. In addition, CRM Analytics enables further customer/product hierarchy visibility for reporting purposes.

Salesforce has a robust planning capability for wholesalers and indirects, and multi-tier planning. We really like the ability to view the wholesaler and subgroup promotions visually on one screen. Users can also plan top-down promotional strategies from higher levels of the customer hierarchy down to planning accounts. This is of high value to those planning large banner retailers or wholesalers. Users can also see potential overlapping promotions by viewing the promotion plan of the entire "group" of wholesalers and indirects. Related to funding, users will benefit from an enhanced Tactic/Fund card, which identifies funding sources and populates KPIs "on the fly" without the need to save the promotion. Additionally, users will benefit from increased configuration of this card, allowing for several "metrics" (e.g., Available to Plan, Current Budget, etc.) to be made visible, thus eliminating the need to open the Fund Record itself to see this information.

Salesforce allows users to set up auto-match and auto-clear/close deductions based on organization-specific rules. Salesforce leverages links to data so users can easily access all data needed to clear claims.

TPM User Experience (UX): The Salesforce Consumer Goods Cloud solution is visually very intuitive as well as pleasing to the eye. We really like the collaborative measures built all throughout the platform, encouraging work across the enterprise in one solution. The solution provides a user persona-based dashboard that gives a comprehensive overview of the customer. The quick links at the top of the planning screen give KAMs the ability to drill into the business and get to details, furthering the ability to see the state of the business faster. It comes pre-built with a P&L sheet with live calculations and live embedded KPI charts. The Salesforce KAM cockpit consolidates all required information on one single page in order to manage the relationship with the customer and drive growth for the category. CRM in the context of TPM enables the KAM to see upcoming tasks, intelligent alerts, and risks and opportunities with the customer, all together in one place. The Account Team Channel furthers collaboration via conversation and proactive notifications.

Additionally, there is a new item/innovation dashboard that is tied into content management, giving users a view into things like item performance at the store level, further enriching the feedback loop on new items. Additionally, users can utilize opportunity requests as they are now embedded in the planning tab, creating efficiency for users by saving time. The incorporation of Einstein GPT takes the dashboard to the next level for prompting actions and next steps. Reporting includes a suite of preconfigured reports providing access to all relevant metrics on the fly. New this year, Salesforce has a set of standard, out-of-the-box TPM dashboards that are excellent. The actionable data represents a very visual display using odometer, funnel, list, scale, and doughnut/pie charts. The layout features several visual tiles that communicate all aspects of evaluation of a promotion with drill into capability, as well as added spend and assortment dashboards. The platform also has the ability to visualize a decomposition of total volume into base and uplift with CRM Analytics using models created in Einstein Discovery. They have enabled greater integration flexibility for bringing tactic-specific actuals into P&Ls, correlating the data to exact promoted weeks, and improving accuracy.

Advanced Analytics Capabilities [What-if Scenario Planning, Pre/Post Event ROI, Revenue Management (RGM), Trade Promotion & Pricing Optimization (TPO)]:

Analytic capabilities are strong in Salesforce. Clients can use the full capabilities offered by Salesforce (e.g., Lightning Report Builder, CRM Analytics, Tableau) or 3rd party vendors for reporting or analytical use cases outside of those described in TPM. Options are either standalone or embedded/integrated, as supported by various Salesforce options and modern UI technologies.

Note, the number of KPIs a client can have in the system is managed through threshold limits that ensure system responsiveness isn't degenerated which can limit desired reporting visibility. Larger Salesforce customers are creating data lakes to store, scale, and create ad hoc reports to accommodate the scale and KPI thresholds required by their organizations. For advanced analytics, Salesforce delivers a Trade Promotion Effectiveness solution based on CRM Analytics with embedded experience focusing on promotion, spend, tactic, volume, and assortment analysis. Salesforce boasts nice ROI analytics for post promotion evaluation, leveraging the modeling techniques within Einstein Discovery. This enables users to identify those spend types that are delivering the highest margins but also those promotional events that may not be resonating with the consumer. We like the interactive bubble graph that shows post event ROI, featuring the ability to click on a bubble for details, showing the overall impact of the promotion on the plan. Furthermore, Real-Time Reporting supports post event analysis processes by, for example, comparing plan vs. actual ROI or plan vs. actual revenue for past events, both on a promotion and an account level. Of note, however, is that there is currently no auto adjustment for misrepresented promotions in syndicated data. Lightning Reports can be configured to support various post event analysis processes, such as comparing plan vs. actual KPIs for all or a sub-set of promotions. In addition, these Lightning Reports can be combined with Lightning Dashboards, which can display different promotion analytics for one or multiple customers in both table format as well as chart format (e.g., performance of promotions, top 10 + bottom 10 promotions, plan vs. actual, etc.).

Salesforce Consumer Goods Cloud offers Trade Promotion Scenario Planning, which allows users to compare different combinations of tactic strategies to determine an ideal promotion and view a side-by-side Promotion P&L comparison. Tactics are configurable and can handle complex multi-buys. Users can enter promotion volumes manually throughout Salesforce if desired, but the real power comes when Einstein Discovery models are used.

These models evaluate what-if scenarios based on actionable criteria. In addition, Einstein Discovery can be used to define which parameters should be changed to improve the promotion and why these parameters are better than others. The analysis outcome reflects in well-laid-out charts. Users can see the modeled volume, decomposition splits, and historicals all in one view. Salesforce has enhanced the promotion library to be very visual in nature, which allows the user to see the most effective promotions at a glance. There is no constraint-based optimization at this time. Scenario comparison is not only available at the promotion level but also at the account plan level, which enables users to compare up to 5 scenarios at a time. This capability enables content for collaboration with customers as well as contingency planning. Short ship and distribution analytics also come out of scenario planning. This enables users to see and mitigate potential supply chain impacts from promotions and is another point for collaboration within the organization, leveraging the capabilities within the solution.

Revenue Growth Management is executed in Salesforce's solutions through the building of client-customized analytics dashboards to answer business questions such as those in the 5 pillars of RGM, including:

Pricing Architecture; Promotion Management; Mix/Product Assortment; Investment Architecture — ROI; and Portfolio & Brand Strategy. This approach allows clients to define and build their own types of reports depending on the questions they want answered, utilizing the powerful capabilities of CRM Analytics and Einstein Discovery. POI has seen robust analysis examples in the areas of market and trends, pricing, assortment, and spend. CRM Analytics allows you to build price ladder analysis reports, evaluate price pack curves, and track trends/progression in different dashboards and reports. These custom dashboards are created with the client and provide visibility into the current situation of specific pack price environments per customer and product, and enable users to better define new opportunities with new pack sizes/format and also to consider changes to product price positioning in order to develop both demand as well as profitability. CRM Analytics and Einstein allow users to view different products by customer and brand and analyze the white spaces that may exist. Products can be added/listed or removed/delisted from existing assortments directly from the analytical dashboard, enabling central users to quickly add products to multiple customers in one channel. Partnerships with ISVs allow the deployment of Advanced ML/AI capabilities for TPO, price elasticity management, and base/uplift predictions.

Advanced Analytics User Experience (UX): The Salesforce Consumer Goods Cloud offering continues to have an excellent UX. Simple and intuitive, yet robust, the dashboards provide a comprehensive customized view of the business. The flow is user-friendly and drives users to action. Strategic KPIs for account plans are available directly within the promotion UI. We particularly like how the lightning bot-driven Chatbot feature allows users another simple, interactive way to create promotions. Salesforce Consumer Goods Cloud has an exceptional trade calendar, which segues to insights through drill down filtering. A user can quickly reset the filter for an 18-month rolling plan view and also see which promotions are committed. The cross-brands view enables multiple accounts and brands on the calendar view to see if your “own brands” are self-competing. Client users recommend utilization of CRM analytics vs. standard analytics to enable a more robust reporting experience with increased visibility and drill down capabilities. We really like the comprehensive Spend Analysis Dashboard, as it tells the whole story of investment and volume on one page. The smart UX is the one-click access to Promotion Product Assortment, Volume Planning, Spend Planning, and Funding from anywhere in the promotion. Chatter is also featured in the settlement process, creating space for collaboration.

Analytics Modeling: Modeling capabilities within Salesforce CRM Analytics & Einstein Discovery include GLM, GBM, XGBoost, and Random Forest Models. Programmatic algorithms using data flows and simple data sources can also be utilized as a service. There are several out-of-the-box models available in Salesforce CRM Analytics and Einstein Discovery, and once the data is harmonized, the models are run over the data set, and the best fitting model is automatically applied. Once the best fitting model is assigned, the model updates can be scheduled. Manual intervention is only needed when the model warns the users that it needs adjusting due to a loss of accuracy. Coefficients and lift factors are calculated and used with decision trees and regression models to predict promotion outcomes. Cannibalization and halo coefficients are both calculated and these, along with other promotional causals, are all considered as part of the historical modeling used in predicting promotional outcomes. There are KPIs that measure accuracy of forecasting as well as overrides so the models can be further trained and users gain trust in forecast models.

Generative AI: Using the Salesforce platform, the first generative AI for CRM, Einstein GPT, can now be embedded within the TPM processes. This innovation enables the generation of trusted content from the data within TPM and improves the user experience across all functions, from email and messages to sales playbooks. The chat feature is intuitive and suggests a user's next best action.

Global Deployment Enablement: Consumer Goods Cloud TPM supports multi-market, multi-category configurations from within a single instance or with separate instances. They leverage business templates and Sales Organizations to accomplish this work. The Sales Organization concept defines enterprise segmentation of processes and data (e.g., country or division specific) within one Salesforce Org, while the business templates allow for granular configuration of business processes (i.e., different route to market or trade term/P&L requirements) within each Sales Organization.

Foodservice: The solution is currently retail-focused. However, it is installed on the Salesforce platform, which enables clients, in addition to the Salesforce Consumer Goods Cloud capabilities, to utilize the Salesforce ecosystem for Foodservice capabilities such as Opportunity Management, Asset Management, Event Management, Service Requests, and Field Service, with a connected user experience.

Configuration/Customization: The Salesforce Consumer Goods Cloud offering offers both configuration and customization without disrupting the ability to upgrade. There are modules that can be enabled or disabled using configuration tools as well as adapted at the business process level.

Technology Architecture/Delivery Options: Multi-tenant SaaS.

Service Partners: Global SIs such as Accenture, PwC, Deloitte, and 15+ other additional partners have been enabled globally and are ready to implement Salesforce TPM capabilities for customers of all sizes.

Technology Partners: Salesforce has strategic technology partnerships with Apple, AWS, Google, Microsoft, IBM, and Alibaba.

Strengths and Key Differentiators: The Salesforce network and breadth of expertise is vast. The combination of CRM, TPM, and the new Einstein GPT functionality provides a unique approach to supporting annual customer meetings and joint planning with more of a view to the retailer's business and suggestions on data-based next best actions. It is complimented with Mulesoft, which provides pre-built integration accelerators for some of the most common planning and execution data sources, so users can get started faster and gain insights on critical data points in a cost-effective way.

The roadmap is robust and past history has shown a strong ability to innovate and keep the UX on the cutting edge. Salesforce's offering is that of an integrated TPx and Retail Execution solution, extending to B2B Commerce and Service, allowing brands to engage with retailers across multiple channels through planning and execution. The focus on collaboration throughout the solution paves the way for strong adoption across the enterprise for clients implementing these capabilities with Salesforce. The Salesforce ecosystem is unique in that it offers a fully connected front-office solution. It improves promotional effectiveness with coordinated planning and retail execution capabilities, embraces flexible workforce trends (crowd-sourced retail execution), and enables direct-to-consumer relationships with social media and Ecommerce subscription capabilities on one integrated platform. Additionally, they are one of only a handful of vendors with Retail Execution capabilities with common data objects building upon the platform extensibility of Salesforce. Salesforce is also one of a few vendors on the path to full end-to-end enterprise planning capabilities.

Opportunities: Salesforce is building a robust offering for manufacturers looking for enterprise planning capabilities. Going upstream from account and promotion planning, and building upon the solid foundation of the Customer Business Planning, enabling Sales Volume Planning to work up/down the account hierarchy is an opportunity that would help Salesforce to provide a single, integrated, top-down/bottom-up sales planning process. Another opportunity we see is for Salesforce to build out a full RGM suite rather than offer a bespoke solution. This will be important to ensure Salesforce EPx solutions are in the consideration set for manufacturers looking to implement quickly to generate value from RGM capabilities.

Vendor Trends and Outlook: Salesforce has highly invested in their Consumer Goods Cloud TPx solution, and we see a strong roadmap for continuing to enhance and expand capabilities. They are making headway as they close foundational gaps and yet have also advanced into leading innovative areas like ChatGPT. Salesforce continues to invest in the TPx platform's user experience and analytics based on client user feedback. We see exciting opportunities for growth, particularly with synergies across the entire Salesforce portfolio. The breadth of connected capabilities across the Salesforce ecosystem brings high value for organizations who have the desire and tenacity to transform their organizations.

Adjacent Offerings: CRM, POS data management, data-cleansing services, shelf management/visualization, and digital merchandising. Salesforce Consumer Goods Cloud Solutions for Consumer Goods delivers integrated TPx and RE with common data objects, resulting in an integration-free effort between these platforms.

Evaluate Salesforce When: You seek global Enterprise planning capabilities with an excellent user experience. Also, evaluate Salesforce platforms when your organization sees the value of having an integrated TPx/CRM or TPx/Retail Execution solution.

Avoid Salesforce If: We see no reason to avoid Salesforce.

2023 BIC Distinctions: Collaboration – Internal, Landing Dashboard, TPx UX.

About the Authors



Pam Brown is POI's Chief Commercial Officer. In this role, she creates and executes POI strategy, advisory, and research. She elevates practices and CPG and Retailer relationships. Pam has over 30 years in the CPG industry. She began her career executing at retail and, through promotions, advanced to leading retail execution & key account teams for Unilever. For Kayser-Roth she led all Sales and Broker teams west of the Mississippi. In her 13 years with Del Monte, she carried many roles. She was the Director of Sales Strategy and Operations, which included: Sales Systems and Reporting, Sales Operations, BI Analytics, Sales Training, and Sales Policy. Pam's final role at Del Monte was the Director of IT Governance and PMO, which included planning and leading enterprise-wide technology engagements. Pam has current, extensive knowledge in TPM, TPO, ROI, Revenue Management, Advanced Analytics, Change Management, Sales and Sales Effectiveness, Demand Planning, Supply Chain, Organizational Effectiveness, and other relevant best practices areas. Over the years, she has researched, designed, and deployed enterprise-wide solutions to meet business needs. She understands how to execute and gain user adoption of new systems for physical retail and Ecommerce. She has advised solutions providers on enhancements to core capabilities and partnered with other CPG manufacturers to share, learn, and drive best practices in today's challenging retail and consumer goods environment for mutual benefit.

Pam Brown can be reached at pambrown@p-o-i.org
or connect with her on LinkedIn linkedin.com/in/pam-brown

A special thank you to **Sarah Meyer** who is a POI Affiliate and supports POI Manufacturer Advisory with Pam Brown. She participated in the Enterprise Planning vendor process and helped to support the creation of the document you have enjoyed. An Affiliate for POI, Sarah works with companies to optimize profit through effective planning, specifically in TPM and TPO. Sarah has over 19 years of experience in the CPG and Food industry. She worked for 15 years with Rich Products Corporation, where she began her career in Finance and transitioned over to Sales to lead the trade management practice and TPM. She has led Sales Account Planning and business implementations of TPM process and technology. She has worked closely with Retailers to lead collaborative planning efforts and drive insights to change.



About the Promotion Optimization Institute

POI brings together manufacturers, retailers, solution providers, analysts, academics, and other industry leaders with the specific objective of collaboratively improving the promotion and distribution of consumer goods. Members of POI share cross-functional best practices in both structured and informal settings.

Additionally, members benefit through our industry alliances, the Certified Collaborative Marketer (CCM)TM program, and industry-leading summits around the globe.

POI aims to instill a financial and metrics-based discipline not typically found with other trade groups. The goal of our innovative approach is collaborative promotion optimization. The focus is on the customer/shopper through sales, marketing, and merchandising strategies.

Executive advisory boards keep us apprised of industry needs and help us provide desired outcomes for members, sponsors, and academia.

For more information:

Visit poinstitute.com

Contact information:

Michael Kantor

Founder & CEO

Promotion Optimization Institute (POI)

914-319-7309

mkantor@p-o-i.org

Pam Brown

Chief Commercial Officer - Partner

Promotion Optimization Institute (POI)

707-332-0450

pambrown@p-oi.org

